

February 21, 1997

Senator LeRay McAllister
Representative Brent Haymond
Senator Delpha Baird
Members of the Human Services Interim Committee

Subject: Foster Care Citizen Review Boards (Report #94-08)

Dear Legislators:

As you requested, we have completed a review of the Foster Care Citizen Review Boards created by **Utah Code 78-3g-103**. This legislation established pilot programs in three locations--Ogden, Salt Lake, and Price district offices. We were asked to evaluate whether Citizen Review Boards (CRB) shorten the time children spend in foster care and reduce the number of foster care placements. At this time we cannot assess whether a review process is effective in shortening the time in care or reducing the number of placements. The CRBs have not been reviewing cases long enough to make meaningful comparisons. If the Legislature desires, the Legislative Auditors Office could conduct another review in the future when the CRBs have reviewed more cases. Even though we can not tell if a review process is effective in reducing time in care and number of placements, we determined that reviews are valuable in helping to identify needed services on a case and we identified ways that a review process can improve.

To complete this evaluation, we reviewed research conducted in other states and attempted to compare the newly established Citizens Review Board with the Division of Family Service's (DFS) already established Administrative Review Board (ARB). Research in other states is inconclusive about whether any review process, whether CRB or ARB, impacts the time a child is in foster care or the number of times a child is moved from one foster home to another. Consequently, the Legislature should not expect to see the time in foster care shortened or number of placements reduced through implementing one type of review over another. We attempted to compare CRBs with ARBs in Utah, but Citizens Review Boards have not reviewed enough cases to make valid comparisons of time in care and number of placements. Also, the Division of Family Services has recently changed the Administrative Review Process to comply with a legal settlement and new statutes which makes board comparisons somewhat out-dated. While we cannot assess which process--CRB

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or ARB--is more effective in reducing time in care and number of placements, we were able to collect some information that may be useful in deciding whether to extend the CRB process or to strengthen the ARB process. Among our findings, we determined that a review process is valuable and that CRBs are more thorough but also more costly.

Citizen Review Boards are panels of citizen volunteers not associated with the Division of Family Services (DFS) who review randomly selected cases of children in foster care. The review focuses on whether the child(ren) and parent(s) are receiving appropriate services, whether the child will be placed in a permanent home as quickly as possible, etc. The Administrative Review Boards are panels composed primarily of DFS' staff who review cases for similar items.

We reviewed the literature, contacted other states and conducted an analysis of 88 case reviews completed in April, May and June of 1994. We reviewed studies done in other states to determine what factors impact time in care and number of placements and to determine how other states conduct their reviews. We also compared Citizen Review Boards in Salt Lake, Ogden and Price, with Administrative Review Boards to determine how well boards cover the required issues.

Factors Other Than Review Boards Shorten Time in Care and Reduce Number of Placements

The literature indicates that adequate preventive services, goal-oriented caseworkers, and regular parental visitation are among the most important factors that can shorten the time a child is in foster care and can reduce the number of foster homes into which a child is placed. We contacted other states, researched periodicals and reviewed textbooks discussing how to achieve a permanent home for the child. The literature is inconclusive and somewhat contradictory about whether a review process can accomplish the goals of shortening the time a child is in foster care and reducing the number of placements. For instance, a textbook, written by leading experts in the field, argues that a review process will help accomplish these goals. However, other articles indicate that a review process is not very significant in accomplishing these goals. In addition, we attempted to conduct our own research to try to determine if CRBs are more effective in achieving these goals but found that CRBs have not been reviewing cases long enough to make valid comparisons. Because the literature is inconclusive, the Legislature should not necessarily expect to see time in care shortened or number of placements reduced through implementing one type of review board over another.

To shorten time in care and reduce number of placements, the Division of Family Services (DFS) needs to make sure there are adequate prevention services and trained staff. Since July,

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1994, significant changes have occurred in the state's child welfare system. The Legislature has appropriated substantial funding increases to provide more prevention services and enhanced training. These actions should help the goals of shortening time in care and reducing number of placements.

Although the data are inconclusive as to whether review boards reduce time in care or number of placements, a case review process can be helpful in providing better services to a client. Just because review boards have not been shown to reduce time in care or number of placements, the Legislature should not necessarily disband ARBs or CRBs. Reviewing cases has clear advantages which the Legislature should consider. In the next section we show that regardless of whether a case is reviewed by a Citizens Review Board or an Administrative Review Board, a review can be valuable in providing better services.

A Review Process Can Help Caseworkers Provide Better Service

Although it is not known if review boards reduce time in care or number of placements, our data indicate that implementing board recommendations whether from a citizens or an administrative review, can help the caseworker provide better service. Our observations of 88 cases (50 ARBs and 38 CRBs) identified many reviews where the board made specific recommendations to provide better services on the case. The boards made recommendations to improve parenting skills, protection to the child, quality of other services to the child (such as psychological testing and a treatment program more specific to the child's needs) and adherence to DFS policy. Further, our discussions with a sample of caseworkers indicates that review board recommendations are generally well received by the caseworkers. These facts indicate that the boards are making recommendations to improve the quality of care and these recommendations are in general being implemented.

Board Recommendations To Improve Services

From the 88 case reviews attended, we determined that the boards often made recommendations on a case which if implemented could improve parenting skills, child protection and/or some other improvement on the case. Cases are reviewed every six months and we attended one hearing for each of the 88 cases. We identified 18 cases where the board made recommendations to improve parenting skills, 7 cases where the board made recommendations to improve child protection, 29 cases where the board made recommendations to improve services to the child, and 31 cases where the board made other suggestions.

Improve Parenting Skills. Eighteen reviews had recommendations to improve parenting skills. Recommendations were made to help a parent in dealing with a child's behavior problems or help the parent handle conflict in the home. For instance, in several cases the board recommended that parents receive "Peer" Parenting and follow-up services. Peer parenting involves not only foster parents caring for the child but also instructing the natural parent(s) on how to be a good parent(s). Follow-up services are given when the caseworker checks with the parent(s) to see how well they are implementing what they have learned from their treatment program. Implementing a Peer Parenting program on the above cases can help the parent learn how to be a better parent and follow-up services will help insure that the parent puts into practice what has been learned.

Improve Child Protection. Seven reviews had recommendations to assist the caseworker in protecting the child against potential abuse or neglect. For instance, in one case the board recommended that the caseworker find out the details of a non-contact order from another state. During the review, the board found out that there was a 'non-contact' order (where the court orders someone not to see another person(s)) from another state prohibiting the father from visiting the children. The caseworker was not familiar with the details of this order. The board recommended that the caseworker find out about the circumstances leading to the order and the details of the order. The board felt there may be serious reasons why the order was issued which could potentially lead to a dangerous situation between the father and child.

In another case the board recommended that a criminal background check (BCI) be completed on the step-father and grandmother of the child. During the interview, board members became concerned about whether the step-father and grandmother may have been involved in some criminal activity. Conducting a BCI check on the step-father and grandmother can help insure the child is protected. Currently, the child is in foster care preparing to return home. Since the foster placement the mother has re-married and the caseworker is evaluating returning the child to the natural mother. Conducting a BCI check will show if there is criminal history on the part of the step-father and grandmother. If there is a criminal background, the caseworker can adjust the treatment plan if necessary to take into account the criminal history.

Improve Services to Child. Twenty-nine reviews contained recommendations to improve services to the child. For instance, in some cases the board recommended that the child receive a psychological assessment. In one case the caseworker was frustrated at how to help the child. The board's recommendation of a psychological assessment can potentially give the caseworker more insight into the child's problems thus helping to design a more helpful treatment program. The other two cases were similar in recommending a psychological assessment to help the caseworker with the treatment program. In yet another example, the board recommended that the caseworker pursue adoption vigorously for the child. In the board review, the caseworker explained that he was frustrated with the delays in getting the child adopted. He felt that a recommendation from the board would add more credibility to his

arguments as to proceed quickly with adoption. Obtaining an adoptive home for the children will allow the child to have a permanent family.

Adhere to Law and Policy. Three reviews contained recommendations that require the caseworker to adhere to a particular policy. DFS' policy and the current child welfare law state that the parents should be included as subjects of the treatment plan. In one case the board recommended that the caseworker include a parent as a potential placement for the child. In another area, the current child welfare law states that placement with a relative should be explored before settling on a non-relative placement. In another case, during the board meeting the caseworker said he had only searched on one side of the family for a placement but not on the other. The board recommended that the caseworker check to see about placement with the other set of relatives. The current child welfare law indicates that placement with a relative should be explored before settling on a non-relative placement.

Other Recommendations. There were 31 case reviews where the board made recommendations that did not directly relate to the above categories. For instance, in a number of cases a recommendation was made to the courts expressing frustration at court delays and requesting that the case move as rapidly forward through the judicial system as possible. In other cases the board recommended improved communication between the caseworker and natural parent(s).

Board Recommendations Are Generally Well Received by the Caseworkers

Not only are boards making recommendations to provide better services, but caseworkers are generally implementing these recommendations. Most of the sampled caseworkers interviewed said the recommendations made by the boards were helpful to them. However, a few of the board's recommendations were not implemented. Sometimes the recommendations when initially made were valid but circumstances changed. For a few recommendations the caseworkers said the recommendations did not take into account all significant factors on the case.

The majority of caseworkers interviewed believe the review boards are helpful to them and provide useful recommendations. We asked a sample of 37 caseworkers representing 57 of the 88 reviews we observed to indicate whether review boards were helpful to them and whether recommendations were generally valid. Many of the caseworkers said they appreciated having someone not directly associated with the case review their actions and give constructive comments if necessary. In 77 percent of the reviews, the caseworker reported implementing the recommendations fully, was in the process of implementing the recommendations or had partly implemented the recommendations.

For those recommendations that were not implemented, the caseworkers said many of the recommendation when originally made were valid but circumstances on the case have changed rendering the recommendations obsolete. For example, on one case the board recommended: 1) that the entire family be included in therapy and 2) the mother obtain employment before the children return home. On this case, the caseworker felt the recommendations were appropriate when they were made but the mother became homeless since the recommendations and the caseworker has not been able to locate her. This fact renders the recommendations obsolete.

In addition there were a few reviews where the caseworker did not agree with some of the recommendations. For instance, on one review, among other recommendations, the board recommended that the therapist hold a counseling session with the entire family. The caseworker disagreed with this recommendation explaining that a family session had already been tried and it turned into a disaster where everybody just accused each other of causing the problems. The caseworker believed that trying another session together at this time would be counter-productive.

A weakness with our evaluation of the board's recommendations is that we do not know how many of these recommendations included actions that the caseworker was planning on doing anyway without a review. We could not independently verify whether or not the caseworker would have taken many of the same actions without a board review. We discussed this issue with our sampled caseworkers and many said that a lot of the recommended actions they would have taken anyway without a board review. However, some caseworkers also said they had not considered the ideas contained in the other recommendations and these recommendations were appropriate and helpful.

Difference Between Administrative and Citizen Reviews

In addition to determining that the review process is valuable, we also compared the procedures used by Foster Care Citizen Review Boards (CRBs) with Administrative Review Boards (ARBs). CRBs currently conduct more thorough reviews than ARBs because they spend more time reviewing cases and because they have staff assigned to assist them. However, at the time of our review CRBs were more costly.

CRBs Conduct More Thorough Reviews

CRBs conduct more thorough reviews because they spend more time and they have staff to

help keep the board focused on the issues that need to be covered. CRBs and ARBs are supposed to review similar items. They are to review, among other things, compliance with the treatment plan by parent and child, progress in overcoming problems leading to placement in foster care, and establishment of a date by which the child can be returned home. Our observations of 50 ARB case reviews and 38 CRB case reviews indicate Citizen Review Boards more frequently covered these required topics than did Administrative Review Boards. Also, because CRB panel members often review cases in greater depth than ARB panel members, the CRB panel generally gave more recommendations for improved services than did the ARB panel.

Our data indicates the CRB is more thorough in meeting statutory requirements. We attended 88 review board meetings and recorded the questions asked by the board members and the responses to those questions. We then compared the questions asked with the required issues the boards are supposed to cover and found that CRBs more frequently covered the required areas than did ARBs. The following chart summarizes our findings comparing the Administrative Review Board with the Citizens Review Board in covering required issues.

Figure I Frequency Required Issues Are Covered		
Required Issues That Boards Must Review	Percent Required Issues Are Covered	
	ARB	CRB
1). Need for continued out of home placement of the child.	1). 82%	92%
2). Treatment plan compliance.	2). 56%	82%
3). Progress over coming problems causing placement.	3). 78%	84%
4). Appropriateness of the current placement.	4). 78%	87%
5). Likely return home, adoption, or legal guardianship date.	5). 92%	97%

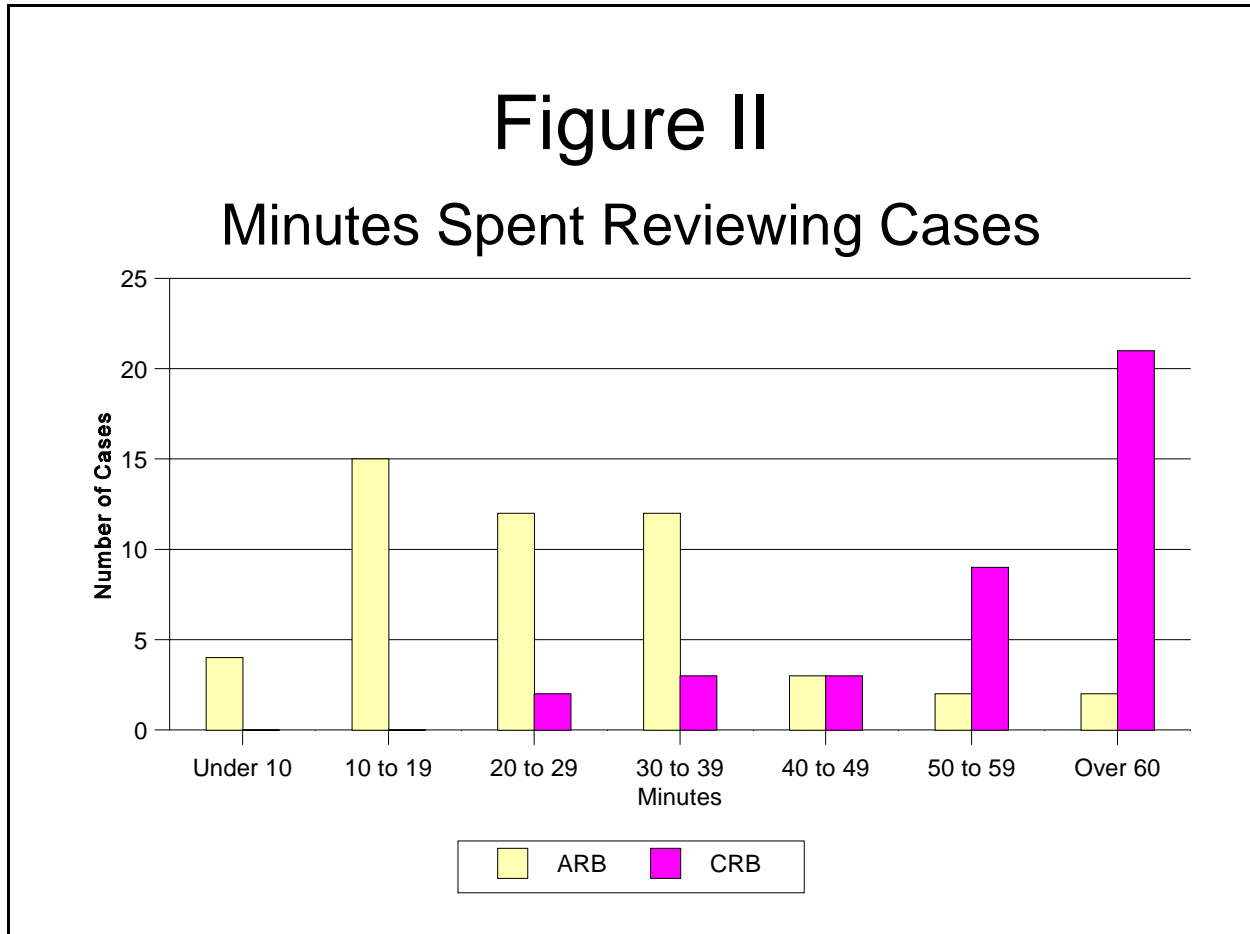
Reviewing the above issues can help the board identify areas where more services need to be provided. For example, in several cases after the board reviewed compliance with the

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treatment plan and progress of the child, the board felt that the treatment plan needed to include a psychological for the child. The child was not making progress and the board felt that a psychological might help the caseworker gain insight on how to help the child.

CRBs Spend More Time. One reason CRBs were more thorough in their reviews is that they took longer to review a case. We attended 88 case reviews (50 ARBs and 38 CRBs) and timed how long it took to complete the reviews. CRBs took an average of 67 minutes whereas ARBs took an average of 26 minutes to complete a review. The following chart summarizes the time taken by review boards to review cases.



As the previous chart shows, the minimum time the CRBs spent reviewing cases was 20 minutes and only 3 cases took between 20 and 29 minutes. However, the ARBs reviewed 4 cases in 10 minutes or less and 15 cases took between 10 and 19 minutes. With many cases reviewed in very little time, the ARBs often did not cover all the required areas. Part of the reason the CRBs took longer is that board members are relatively inexperienced with the state's foster care review system. However, other states with CRBs said that an experienced board should be able to review a case generally within 30 and 45 minutes, which is still significantly longer than many of the cases reviewed by the ARBs.

Staff Help Keep CRBs More Focused. Another reason CRBs more thoroughly covered the issues required in the reviews was that CRBs had staff that kept board members focused on what the board needed to cover whereas ARBs did not have staff. CRB staff reviewed the case file, suggested questions the board needed to cover and then reviewed the case with board members to determine what the board wanted to recommend. The ARBs did not have staff to do this and as a result, the reviews were less structured and more of the reviews did not cover required areas.

A focused review can also help identify needed services for foster children. By reviewing all required areas thoroughly the board can determine whether changes are needed in the case to improve the quality of services given to parent and child. Because CRBs covered the required issues more thoroughly as shown above, they more frequently found deficiencies in the services provided and offered recommendations to improve services. From our observations of 88 cases, we found that the CRBs found some deficiency in the services provided the client 47 percent of the time whereas the ARB found a deficiency in the services provided only 12 percent of the time. Cases are randomly assigned to be reviewed by CRBs so these percentage differences are significant. CRBs more frequently found that the child or parent needed a particular service than did ARBs. Also, caseworkers frequently commented they felt the CRB review was more focused on the issues that needed to be covered than the ARB.

As mentioned, Citizen Review Board reviews were generally more thorough because the CRB had staff to keep the board focused and the ARBs did not have staff. However, ARBs have changed since we conducted our review. To help comply with the Legislature's child welfare reform act and to comply with a lawsuit settlement, the ARBs in the Salt Lake district have designated a full-time staff person to the ARB. DFS wants to designate full-time staff to the ARBs in other districts also. With these changes it is likely that the ARBs will become more focused on the issues they need to cover.

Besides comparing how well both types of boards complete their assigned tasks, we also compared the costs to conduct a review. The cost of conducting a review is one factor the Legislature may want to consider in determining what type of review board they want to fund. In the next section we compare costs of reviewing a case by the CRB and by the ARB.

CRBs Cost Per Case Is Higher But Is Expected to Decline

As noted above, Citizen Review Boards covered the required issues more frequently and they made more recommendations for improvement, but were also more costly. CRBs cost more per case because they are not reviewing very many cases per review session. However, as CRB members gain more experience and as the staff person schedules more

reviews the cost per case will be reduced. Also, as the new ARB process is implemented it will likely be more costly.

Citizens Review Boards currently cost more per review than Administrative Review Boards and more per review than some states. Currently, CRBs cost about \$250 per review whereas we estimate ARBs average about \$180 per review. CRBs' cost per review was calculated by dividing estimated administrative costs, which included staff salaries and benefits, by the estimated number of reviews conducted. ARBs' cost per review was calculated by estimating yearly costs, which included the salaries and benefits of panel members, to conduct ARBs and dividing by estimated number of reviews conducted. Also, we compared CRB costs per case with other state's CRB cost per case. Utah's cost was higher than five states (ranging from \$120 per case review to \$217 per case review) but lower than two other states (costing \$298 per case review and \$397 per case review).

However, CRB's cost per review will likely be reduced and ARB's cost per review will likely increase. Staff in other states report as CRB panel members get more experience they review cases in less time (though still requiring between 30 and 45 minutes per review) because reviewers become more aware of questions they need to ask and they become more familiar with cases. Utah's CRB process has only been in existence for one year. As Utah's CRB panel members become more experienced they will be able to review more cases in less time thus driving the cost to conduct a review down. ARB's cost to review a case will likely increase. DFS has recently hired a full-time person to staff the administrative reviews. This person will review case files, assist the boards in summarizing cases, and help keep the boards focused on issues that need to be covered. With a staff person reviewing cases and helping the board stay focused on the issues required to be covered, the time per review will likely increase. Because the time to review cases will likely increase the costs per ARB case review will increase.

In the previous sections we have compared the ARB with the CRB and have noted that the CRBs more thoroughly cover the assigned topics than do the ARBs. However, we have also determined that CRBs review significantly fewer cases than the ARBs thus costing more per case review. In the next section we show how the review process, whether the review is by an ARB or a CRB, can improve.

Both Boards Need to Improve

Observations of board meetings, discussions with caseworkers and comparisons with other states identified different ways in which boards can improve how effectively they meet their statutory and policy requirements. Regardless of what type of review board is chosen, the board needs to improve the review process. To encourage greater input at board meetings the

boards need to make their schedules more flexible and clearly specify who they want to attend.

Board members also need to refrain from asking questions that could cause the child emotional trauma. Implementing these suggestions will help improve the quality of reviews regardless of whether a CRB or an ARB process is selected.

Review Boards Should Meet in the Evenings and Use Teleconferencing

Greater use of teleconferencing and flexible scheduling, where panel members hold reviews at times other than normal, daytime working hours, may help the boards obtain more input from individuals other than the caseworker at board reviews. To obtain more input from key parties such as parents, child and Guardian Ad Litem (the court-appointed attorney for the child), better attendance at review board meetings should be encouraged. DFS' policy indicates the caseworker shall attend reviews and recommends the Guardian Ad Litem, the foster parents, the child and any other parties who might be able to provide valuable input on a case attend. These individuals provide the board with valuable information such as how well parent and child are progressing on the treatment plan. Offering these individuals the option of attending at another time if the regularly scheduled board meetings are not convenient, may help get more of them to attend the meetings.

Our observations of 88 board meetings showed that frequently key parties did not attend. The Guardian Ad Litem (GAL) did not attend over 75 percent of the time (for a discussion of our concerns about the GALs, refer to the Utah Legislative Auditor's report # 94-02), the child and natural parents did not attend about 50 percent of the time and the foster parents did not attend about 30 percent of the time. We reviewed the attendance figures we recorded and adjusted them for times when the board can not reasonably expect the caseworker to get these people to attend. For example, if the child was a runaway and was not, therefore, in attendance, we did not count this as a board meeting where the child should have attended.

Analysis of our observations and discussions with other states provided potential ways to increase the number of attenders. Other states reported having similar problems in getting key individuals to attend reviews. They indicated several ways to improve attendance from outside parties or at least get their input.

More flexible scheduling, where the review time can be changed from the normal daytime hours to accommodate unusual schedules, may help improve attendance. In Utah, both the ARB and the CRB are held one day a month starting at 9:00 AM and ending between 1:00 and 4:00 p.m. depending on the number of cases to be reviewed. In Nebraska, the CRB holds most reviews during these hours but will also hold some reviews after 5:30 p.m. for those who can not attend during the day. From our observations of 88 reviews in Utah, we found several cases where holding meetings at non-traditional times may have improved attendance.

For instance, in one case the natural mother worked during normal business hours and claimed she could not get time off to attend the review. Giving this mother the option of attending an evening review may have helped her be able to attend.

Flexible scheduling can help, but some individuals may still not be able to attend yet they want to give the board their input. Several states use teleconferencing to provide an opportunity for those not able to attend to submit their comments. In these states, if an interested party can not physically attend a review, that person can leave a voice mail message which the review board listens to as part of their review. In Utah, neither the CRB nor the ARB reviews that we attended offered this option.

Boards Should Indicate Who They Want to Attend Reviews

A final problem affecting attendance is that the review boards have not clearly specified who they want to attend. DFS policy indicates the caseworker should always attend and the child, the natural parents, the GAL and any other person who might be able to assist the board should be invited. In the reviews we attended, the caseworkers were always present, but beyond the caseworkers the board had not specified who they wanted to attend. Rather, only those the caseworker wants to attend were invited to the review. In fact, during several review board meetings, we observed that the caseworker apologized for not bringing the child to the board meeting but said she did not know the board wanted to see the child. Clearly specifying who the board wants to attend the meetings may help improve participation.

Reviewers Need Training On Questioning

According to caseworkers, both CRB panel members and ARB panel members occasionally ask questions which are traumatic for the child. They ask questions which force the child or others to recount details of sensitive areas such as how the child's abuse or neglect occurred. Recounting these details can be very traumatic and caseworkers believe very damaging to the child's self-esteem. Panel members need to be trained to ask questions appropriately. For instance, the caseworker could ask about details of the abuse or neglect when the child is not present. The panel members could ask these questions at the beginning of the review when the caseworker typically comes in alone and gives the panel a brief chronology of the case.

To assist the Legislature in determining what type of review process they want, we have compared how thoroughly CRBs and ARBs complete their assigned tasks and we have compared the costs of the CRB with the costs of the ARB. Also, as mentioned earlier, neither review board has been shown to reduce time in care or number of placements. Because neither board is clearly better than the other, the Legislature must make a choice as to which type of

review process they want. In the next section, we discuss policy options available to the Legislature.

A Combination Board May Be The Best Option

The best decision for the Legislature may be to choose a review process that incorporates both the features of the citizens and the administrative review boards. Federal law requires the state to have a review process but does not mandate the particular type. As this letter has shown, one board is clearly not more effective than the other in reducing time in care or number of placements. However, we have also shown that the state's review process is changing. The ARB is becoming more like the CRB in that full-time staff have recently been assigned to the ARBs to help them more thoroughly review cases.

Each board has advantages and disadvantages and without clear evidence that one board is better than another, the Legislature may want to select a review process that attempts to incorporate the advantages of both boards and attempts to minimize the disadvantages of each board. The Legislature may want to consider adopting a review board with primarily citizen panelists but with one panelist from DFS. We believe this type of review board will keep the advantages of each board and minimize the disadvantages.

The Citizen Review Boards have some unique advantages, but also have some drawbacks. Involving citizens in reviewing cases lends public credibility to the review process. DFS has received a lot of criticism over the past several years. Involving citizens in reviewing cases may help restore public confidence in the state's child protection system. Also, our data indicates CRB members generally conduct more thorough reviews giving more recommendations and ideas to improve the quality of care given clients. However, CRBs are also more costly per review though these cost differences will likely be reduced. In addition, some interviewed caseworkers said CRBs occasionally make "naive" recommendations which do not take into account what the caseworker can and can not do. In other words, CRBs occasionally do not have credibility with the caseworker.

Like the Citizens Review Boards the Administrative Review Boards have advantages and disadvantages. ARBs are composed of social work professionals who are knowledgeable about the child protection system. CRBs do not have that expertise. Also, ARBs are currently less costly than CRBs. However, as explained above, ARB reviews are sometimes less thorough than CRBs thereby resulting in fewer recommendations to improve the quality of care given the parent(s) and child(ren). In addition, ARBs do not have credibility with the public that a citizen panel has.

A review panel containing a majority of citizen volunteers but also containing a representative of DFS would likely keep the positive aspects of both boards and overcome some of the disadvantages. A panel such as this would hopefully have credibility with the public since citizen volunteers would comprise the majority of the panel. This type of panel should also have expertise in social work since a DFS' caseworker would sit on the panel and the staff person would be a social worker. To help the board be as objective as possible, the panel member from DFS should not be associated with the case.

After the Legislature has selected a type of review process, there are several additional steps needed to improve the review process in general. We list these steps as formal recommendations.

Recommendations:

1. We recommend that whatever review board is selected take the steps noted in this letter to improve the quality of the reviews. The review board should take the steps noted to improve attendance and to avoid asking inappropriate questions.
2. We recommend that whatever board is selected experiment with types of review processes attempting to improve the system. For example, some states have implemented an early review system (a case is reviewed within the first 90 days of care) which has reduced time in care for some cases and increased the number of cases adopted. An on-going review process attempting to improve review quality may ultimately improve services to children in foster care.

I hope this letter answers your questions about Citizen Review Boards. A response from the Foster Care Review Board Administrator is attached. If you need additional information or if I can assist you in any other way, please call.

Sincerely,

Wayne L. Welsh
Auditor General

WLW:CLM/lm

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